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MEMORANDUM FOR: Mr. Coffey

Jack:

OTR, in its role as the Agency's university (comment below), I think would often find it necessary to produce course or study materials not otherwise available (see paragraph (2)(f) of [redacted] attached). Some of this material — as with college textbooks — could very well be of interest to a broader population. (See extract attached.)

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If the material produced is accurate, objective, meets security standards, is not duplicative of something otherwise available, and meets a training need, I can see no objection.

Comment — In our society the university is both a teaching institution and a research center and certainly scholarly objectivity has a place in CIA. OTR is as good a place as any and better than most from which to look at how the Agency conducts its business. If, in the process of developing/revising courses or course material, an opportunity be offered to study a policy or practice, I think that opportunity should be seized. As a matter of fact, the very process of seeking guidance in doctrine could be expected to surface anomalies deserving attention. There would be no reason for OTR not to take the lead — with however the clear dictum that it not decide what the resolution would be — that must remain to command. The regulation does not provide for this function — perhaps it needn't but it would be tidier if it did.

[redacted]

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Robert S. Wattles

2 Atts

Att 1: Cy of [redacted]

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Att 2: Extract fr OTR Weekly Report, 11 Mar 71

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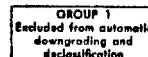
ORGANIZATION**h. OFFICE OF TRAINING**

- (1) **MISSION.** The Director of Training is responsible for
- (a) Developing, coordinating, and conducting instructional programs within the Office of Training for Agency staff and contract personnel and for representatives of foreign intelligence services;
 - (b) Training other personnel as requested by the Deputy Directors and Heads of Independent Offices;
 - (c) Reviewing training conducted by other Agency components and, as requested, for coordinating and supporting training conducted overseas by other Agency components; and
 - (d) Approving and arranging employee attendance at authorized non-Agency training facilities.
- (2) **FUNCTIONS.** The Director of Training
- (a) Ascertains Agency training requirements; develops, reviews, and coordinates plans, policies, and programs, and establishes standards, to meet training requirements.
 - (b) Develops and conducts, within Office of Training installations, programs related to
 - (1) Principles, objectives, skills, and techniques required to produce national intelligence and to carry out the specialized operational functions of the Agency.
 - (2) Orientation and indoctrination in the mission, organization, and functions of the Agency.
 - (3) Foreign language training and specialized area briefings.
 - (4) Management and supervision.
 - (5) Clerical and administrative skills required to support Agency activities.
 - (6) Methods and techniques of instruction.
 - (7) Principles, skills, or techniques in other specialized subjects required to increase the capabilities of Agency personnel.
 - (c) Develops and directs the Agency's program to select, train, and assign Career Trainees to individual Directorates in cooperation with those components.

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- (e) Establishes criteria for and assists in determining physical facilities, personnel strength, logistics support, and budgetary allowances required to conduct training programs under his control.
- (f) Produces training publications which convey and interpret the intelligence, operational, administrative, and support doctrine of the Agency, and formulates dissemination policy for such training publications.
- (g) Provides, in accordance with statutory authority and Agency policy, for attendance of Agency employees in training programs conducted by other Government agencies and by private organizations in the United States and abroad.
- (h) Provides technical support as required to all training conducted overseas by Agency components. This responsibility includes providing instructors to the extent available and coordinating training doctrine, materials, and methods of instruction.

Revised: 20 November 1969 (504)

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**ORGANIZATION**

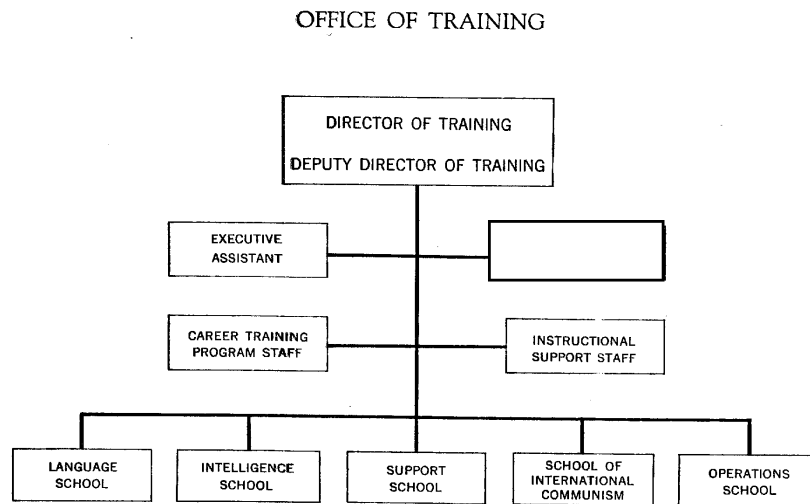
- (i) Establishes standards of performance in Agency training programs and, after consultation with Operating Officials concerned, terminates the training of personnel if there is evidence of failure to meet prescribed standards.
 - (j) Reviews all training conducted by components and submits an annual status report to the Executive Director-Comptroller.
 - (k) Assists in Agency briefings of senior United States and foreign officials and coordinates external requests for Agency personnel as guest speakers.
 - (l) Not used.
 - (m) Manages, or supports as required, visits of non-Agency groups to CIA for specialized briefings and orientations on the Agency.
 - (n) Conducts, in coordination with appropriate components of the Agency, liaison with officials in Government and private institutions in the United States to improve the Agency's internal and external training.
- (3) **ORGANIZATION.** See organization chart, figure 23.

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Revised: 20 November 1968 (504)
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DECLASSIFY ON: [REDACTED]



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ORGANIZATION

Extract from OTR Weekly Report, 11 March 1971

9. Interest in SIWA Intelligence Alerting Paper

An item in the minutes of the USIB Intelligence Information Handling Committee (IHC) caused a member of the School of Intelligence and World Affairs to call Neil Wallace, secretary of IHC, to inquire if [] recently published "Intelligence Alerting Functions in the U.S. National Security System" would meet some of the needs pointed out by the committee minutes. Neil felt there would be interest in the study, particularly among non-CIA members of IHC.

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